

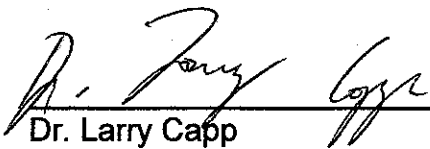
Departmental Business Plan and Outlook

Department Name: Office of Community Relations


**Fiscal Years:
2005-06
&
2006-07**

Plan Date: October 2005

Approved by:



Dr. Larry Capp
Executive Director



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Overview

The Office of Community Relations houses five county Boards which share the task of maintaining vigilance in identifying and monitoring issues and events that have the potential to cause a serious adverse impact to the Board's constituent group and/or the community as a whole. In addition, they advocate for positive changes in policies while sponsoring pro-active events that serve to foster community cohesion in Miami-Dade County.

Goals

- Develop positive relationships among all groups to promote community cohesion in Miami-Dade County
- Assist in providing a positive County Image at public events
- Enhance public dialogue among Miami-Dade County's diverse population
- Improve the relationship between County residents and law enforcement agencies
- Promote public safety by delivering customer service and crowd management activities at selected public events
- Maintain a strong Goodwill Ambassador Program
- Maintain a skilled Community Response Team to intervene where necessary to prevent crises

Delivering Excellence Every Day

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INTRODUCTION

Department Purpose/Mission Statement

The Office of Community Relations (OCR) represents and advocates for the special concerns of Miami-Dade's Asian, Black, Hispanic and Women populations and focuses attention on developing economic, educational, and housing opportunities for these constituencies.

The mission of the Office of Community Relations is to influence change towards a more cohesive and united community that is free from sectarianism and prejudice. Together with Miami-Dade's stakeholders, OCR encourages equity, respect for diversity, and the interdependence of all communities.

Department Description

OCR administers five advisory boards whose members are appointed by the Board of County Commissioners. These volunteers are often high-level executives from the private sector, government, education, and clergy. These boards include the Asian American Advisory Board, Black Affairs Advisory Board, Commission for Women, Community Relations Board, and Hispanic Affairs Advisory Board. Collectively, these five boards contribute to policy formulation and legislation while also influencing changes towards a more unified and cohesive community. Our goal is the realization of a community free from sectarianism and prejudice that encourages respect for diversity and the interdependence of all communities.

The Community Relations Board (CRB) has the special mission to intervene and contain, as quickly as possible, community tensions to prevent crises from arising. The CRB maintains a staff that is available 24 hours a day to respond to appropriate situations and operates a Community Response Team for this purpose. As part of its proactive agenda, the CRB operates the Goodwill Ambassadors Program which provides volunteers trained in customer service, conflict resolution, and crowd control techniques to assist in the management of appropriate situations. This program was recognized in 2004 as an Achievement Award Winner by National Association of Counties.

In addition, OCR is responsible for the following ongoing initiatives through Fiscal Year 2005-06:

- ❖ Interpretation and dissemination of the countywide "Survey of Intergroup Relations" that polled Miami-Dade County residents in 2005 on their perceptions, opinions, and beliefs about racial and ethnic groups in the community. This survey is to be repeated every three years.

- ❖ Implementing and monitoring results of a countywide Police-Community Relations Education plan that encourages positive citizen and law enforcement interaction before there crisis develops. Develop partnerships with municipal law enforcement agencies that will facilitate joint action to reduce community tensions that can result from police-related use-of-force incidents such as a police shooting.
- ❖ Continued recruitment and certification of 100 Community Response Team members to include CPR and other techniques that will enhance program's effectiveness and speed response time when deployed to mediate with community members during tension.
- ❖ Recruitment and specialized training for the Goodwill Ambassadors Program comprised of more than 1,500 Miami-Dade County volunteers who are deployed regularly to assist with public safety at major special events. The Goodwill Ambassador Program is regularly requested by municipalities to provide support to law enforcement agencies at events where there may be a need for customer service and crowd management activities.
- ❖ Facilitating community forums on issues such as: Intergroup Relations; Fair treatment in immigration; Housing and Hope VI; police shootings; violations of civil liberties/racial profiling in the wake of 9/11; fair elections; the role of non-governmental organizations in maintaining civil society and many more topical issues; conducting ongoing activities; and sponsoring annual signature events and educational programs that target the communities represented by the five Advisory Boards.

Changes in staffing levels from previous year

There are currently sixteen full time positions that serve as the primary support for the five Advisory Boards. This is the same level of staffing as last year. OCR desires to re-instate the Assistant Director position in 2005-2006 and has submitted an enhancement request with justification to do this.

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 04-05 actual	Current Fiscal Year 05-06 Budget	Projected as of November 2005
Revenues			
Countywide General Fund	1,731	1,782	1,782
Total	1,731	1,782	1,782
Expenses			
Salaries	1,218	1,326	1,326
Fringe Benefit	278	307	307
Other Operating	223	139	139
Capital	12	10	10
Total	1,731	1,782	1,782

Funding sources and major variances in revenues and expenditures

OCR receives its operating budget solely from Countywide general funds. There are no major variances in revenues and expenditures.

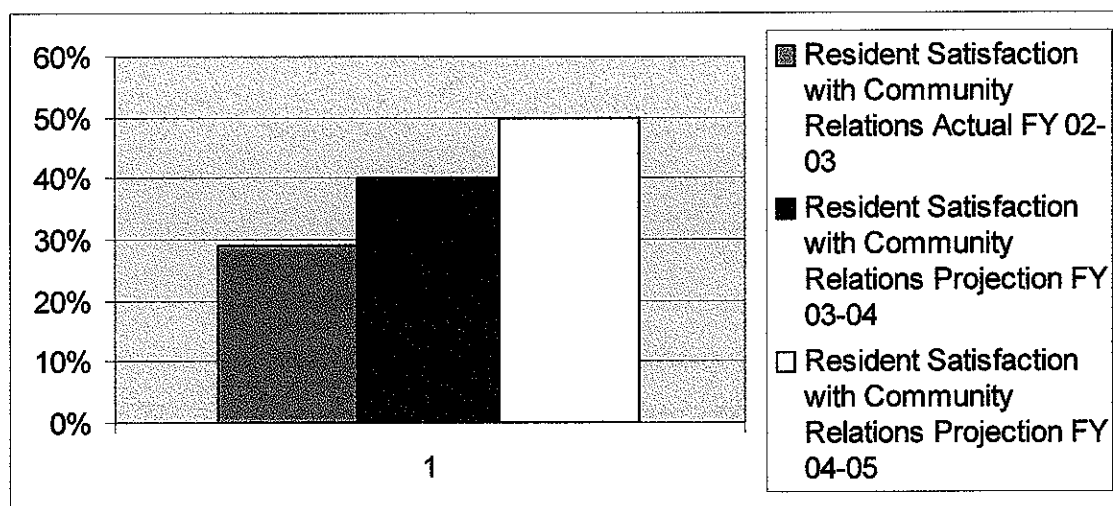
OCR has expanded the Goodwill Ambassador program due to an increase in requests to meet community needs. Advisory boards are encouraged to conduct fundraising activities for special events not covered by the operating budget.

Business Environment

OCR Boards engaged in a variety of activities countywide, aligned with its mission of ensuring fair representation, diversity and mutual understanding. Advisory Board members are nominated by a committee and appointed by the Board of County Commissioners. The office has become the model for other community relations initiatives throughout the County with the City of Miami, Miami Beach and Homestead adopting usage of similar programs such as the Goodwill Ambassadors Program. Advisory Board members are provided administrative support by the OCR staff. The staff coordinates many activities and opportunities for dialogue designed to foster mutual understanding, tolerance, and respect among all groups in our community.

OCR works closely with governmental and non-governmental organizations and law enforcement groups Countywide. The Office of Community Relations promotes cooperation among agencies and organizations that help eliminate discord in the community. The CRB has a forty-year history of intervention during conflicts dating back to the early days of the Civil Rights movement in Miami-Dade County. Key partners in this effort include County law enforcement and civilian agencies such as the Independent Review Panel; the Department of Justice Community Relations Service; National Council for Community and Justice (NCCJ) and the Anti-Defamation League. The Goodwill Ambassador and Community Response Team programs under the administration of the department have been replicated in other municipalities and have been honored by the Department of Justice and NACO for their effectiveness.

Customer Feedback Plan



Final results of the Miami-Dade County 2005 Community Survey are expected in January 2006. OCR worked with performance improvement staff in OSBM to develop questions that would capture the data needed to most accurately assess changes in their feelings and attitudes about community relations.

Critical Success Factors

The following are considered basic factors critical to the success of the Office of Community Relations:

Rapid appointment to Board vacancies to ensure broad representation and an adequate number of members for quorum. Boards are only as effective as their membership.

Maximize human resource and capacity through training and development.

Constant coordination with government and community agencies to maximum utilization of existing resources and to limit duplication of service.

Advocate through Boards for contingency funding to be set aside for the department to respond to emergency situations.

A receptionist position was requested for fiscal year 05-06 as an enhancement to allow more efficient use of existing clerical staff. Clerical staff now rotates daily in covering the switchboard. The enhancement would allow existing staff to accomplish more outreach work and be more responsive to Advisory Boards.

Future Outlook

OCR plans to continue to expand effective programs administered by its various Advisory Boards. The success of the department depends upon its ability to adapt and respond to the dynamic changes that occur in the community that are often beyond our control. These changes and issues include immigration policies, international affairs, economic and political shifts at home and in the home countries of Miami-Dade County residents. OCR's Boards, particularly the CRB are designed to be fluid, proactive, and responsive to the emerging needs of our diverse communities.

THE PLAN

Overview

Our FY 2005 – 06 Business Plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or

groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Improve the quality of life for all Miami-Dade County residents*
- *Promote cooperation and coordination among all government service*

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2005-06.

Department-related Strategic Plan Goals:

- Develop positive relationships among all groups to promote cohesion and unity in Miami-Dade County
- Provide a positive County Image at public events
- Enhance public dialogue among Miami-Dade County's diverse population
- Improve the relationship between County residents and law enforcement agencies
- Provide assistance by delivering customer service and crowd management at selected public events
- Maintain a skilled Community Response Team to intervene where necessary to prevent crises

Department-related Strategic Plan Priority Outcomes:

- Improved community relations in Miami-Dade County

Departmental Business Plan and Outlook
Department Name: Office of Community Relations
Fiscal Years: 2005/2006 – 2006/2007

GOAL: Develop positive relationships among all groups to promote unity in Miami-Dade County					
	Key Performance Indicators			Ownership	
	Description	Actual FY 04-05	Targets FY 05-06	FY 06-07	
OUTCOME(S): Improved community relations in Miami-Dade County					
	80% of residents satisfied with Miami-Dade County's efforts to improve community relations within 5 years	40%	50%	60%	Executive Director
Programs/Initiatives and Associated Highlights: DEPARTMENTAL PERFORMANCE INDICATORS					
Each OCR Board will conduct a minimum of five (5) educational forums and/or workshops per year on topics important to advancing positive relationships.	Percentage of board members and forum/workshop attendees that give the County a positive rating for its efforts in Community Relations via post-event survey	40%	50%	50%	OCR Administration and each Program Officer
Each OCR Board will conduct a minimum of ten (10) meetings per year.					
OCR will model the types of cooperation, dialogue and teamwork through its Council of Chairs.					
OCR's Advisory Boards will implement annual events during Asian Heritage Month Celebration; Black History Month Celebration, CRB annual conference, Women History Month Celebration, and Hispanic Heritage Month Celebration.					
OCR will conduct a minimum of twelve (12) trainings of the Community Response Teams to maintain readiness of response to appropriate events.	Percentage of Community Response team members and Goodwill Ambassador volunteers that achieve target outcomes on post training tests.	40%	75%	75%	Program Officer (Director of Special Projects)
OCR will conduct a minimum of twelve (12) trainings of the Goodwill Ambassador Program volunteers to maintain effectiveness of the Program and readiness of response to appropriate events					

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GOAL: Develop positive relationships among all groups to promote unity in Miami-Dade County					
Key Performance Indicators					Ownership
	Description	Actual FY 04-05	Targets FY 05-06	FY 06-07	
OCR will conduct meetings/activities to promote creation of municipal and regional CRBs	Number of meetings /activities with municipal leaders to promote creation of CRBs	2	4	6	Executive Director and Program Officer for CFW Advisory Board
CRB will promote the effectiveness of existing municipal CRBs through operation of the leadership council of community relations.					
Related Strategies:					
Develop, adopt, and implement a comprehensive and coordinated plan for improving community relations (including educational programs, community events, programs for youth, and ensuring all communities have access to resources/services					

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